



CHIEF EXECUTIVE Candidate Information Pack



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A few words from our Board Chair



As Chair of NHS Tayside, it is my pleasure to lead the recruitment process for the Chief Executive position with NHS Tayside – a critical role for us as our organisation moves to a phase of redesign and reform of health and care services amid the ongoing recovery from the longer term effects of the pandemic.

NHS Tayside is one of the larger health systems in Scotland with a baseline recurring revenue allocation of £1.2 billion and serving a population of around 415,000 people across Angus, Dundee, Perth & Kinross and North East Fife.

We are seeking an inspiring individual who can offer visionary leadership to our 14,000 members of staff, partners and broader system and convert our ambitious strategic intent into a reality for all our communities. You will have an impressive track record of high-level achievements and be able to demonstrate the exceptional leadership qualities required to take the helm of the organisation at a critical time for public sector reform.

As Chief Executive, you will provide leadership to our executive team, and will work to enhance the implementation of health and social care integration between NHS Tayside and the three Integration Joint Boards which will maximise the benefits of the whole health and care system for the people of Tayside. You will also be expected to influence regional and national policy direction and work with leaders across Local Authorities, our three Integrated Joint Boards, and broader public sector.

A key focus for the Chief Executive will be on leading the Board in building and maintaining a culture where people are treated fairly, consistently and with respect; where everyone has a voice; and where equality, inclusion and diversity are valued.

If you believe you have the skills, personal attributes and experience we are seeking, then I encourage you to apply for the Chief Executive role with NHS Tayside, and I would welcome an informal discussion with interested candidates. To arrange a suitable date and time, please contact my PA Louise Scott louise.scott8@nhs.scot.

We look forward to receiving your application, and thank you again for your interest.

Lorna Birse-Stewart
Board Chair

The Opportunity

As one of only four teaching Boards in Scotland, NHS Tayside has a strong track record of continually seeking ways to transform and improve the way we deliver health and care to the people of Tayside. We achieve this through our dedicated team of health and care professionals, who are passionate about the work they do and are committed to the people they serve.

Here in Tayside, we are focusing on clinician-led, whole-system redesign, working towards delivery of modern, world class services, directly addressing the needs of our communities. Our approach is rooted in providing high quality, safe, affordable and sustainable health and care, while exploring ways to improve outcomes, using realistic medicine principles, and by working closely with partners in a whole system approach to tackle the underlying determinants of health.

We have an ambitious agenda, so we are seeking a Chief Executive who shares our aims and values. An extraordinary individual, who will act with integrity, supporting the organisation in building and maintaining a culture where people are treated fairly, consistently and with respect; where everyone has a voice; and where equality, inclusion and diversity are valued.

This is a demanding role with a high level of public scrutiny and accountability. It requires a collaborative and resilient individual, with extensive and exceptional leadership skills, combined with relevant professional experience and a passion for quality and excellence to match that of our dedicated workforce.

If you are the right person for this role, you will be politically astute, with a commitment to delivering outstanding, innovative public services. You will also be committed to working collaboratively to reform the health and care system with our partners and have the personal qualities to inspire trust and confidence from a diverse group of internal and external stakeholders.

You will have a legacy of collaboration, with a credible track record of shaping and delivering transformational change across complex organisational boundaries, and will demonstrate a strong focus on sustainable approaches to improvement and whole system integrated working.

Details of the Role

Job Purpose

As the Chief Executive of the Board and Accountable Officer for NHS Tayside, the Chief Executive provides overall strategic leadership to the organisation, and has primary responsibility for the Board's performance outcomes, ensuring Tayside provides the best value and outcomes for the people of Tayside, while achieving and maintaining financial stability.

The Chief Executive, along with the Executive Leadership Team, and in partnership with local authorities and other stakeholders, provides the strategic vision required to ensure the development and implementation of transformational strategies and plans. These are required to ensure the delivery of high quality health and care services to the population of Tayside and beyond, in line with Government policies and priorities, and with a focus on improving health outcomes and addressing health inequalities for the population of Tayside.

The Chief Executive will embed the national agenda for the integration of Health and Social Care across Tayside, and strengthen strategic partnerships with local authorities and the three Health and Social Care Partnerships.

The Chief Executive will effectively contribute at a regional and national level, driving the change required to achieve the delivery of effective and sustainable regional health and care services, and influencing discussions at a regional and national level to shape strategy and policy for the NHS in Scotland.

The Chief Executive is accountable through the Board Chair to the Board for the delivery of the Board's health and care transformational plans and strategies, recognising the current fiscal challenges facing NHS Scotland. As Accountable Officer, the Chief Executive is also accountable to the Scottish Parliament through the NHS Scotland Chief Executive for ensuring proper stewardship of the budget and assets allocated to NHS Tayside.

Role of the Board

In line with Scottish Government policy, the governance role of the NHS Tayside Board includes the assessment of health and care needs; initiating and maintaining effective measures for health protection and prevention, promotion and improvement across the population of Tayside; ensuring appropriate development and effective delivery of healthcare services; and allocating and evaluating the utilisation of resources to ensure best value for money for citizens of Tayside and Scotland.

NHS Boards are expected to work in partnership with a diverse range of public, private and voluntary bodies to participate with, influence, and/or take a leadership role in the development of community initiatives which will impact on health and care in the widest sense. In addition, NHS Boards are expected to take forward the health aspects of the Government's social inclusion and modernisation agendas as well as NHS priorities.

Key Result Areas

1. Strong and effective relationship with the Board Chair, enabling strategic leadership of the whole system, developing and delivering Tayside's vision in partnership, ensuring there is ownership at all levels of the improvement and transformation required to deliver sustainable, high quality health and care services.
2. Strong strategic vision and leadership for the Board's quality improvement and transformation programmes, ensuring opportunities for innovation and digital development are maximised to support high quality, sustainable services.
3. Setting the tone and developing the culture of the organisation, where people are treated fairly, consistently and with respect; where there is psychological safety; where everyone has a voice; and where equality, inclusion and diversity are valued. Demonstrate and exemplify positive and values-based behaviours and attitudes as a key role model to others across the system.
4. Fostering and environment of effective partnership working, and productive employee relations.
5. Providing clear strategic direction to the leadership team and across the organisation, ensuring focus on continuous improvement the delivery of the key performance areas.
6. Overseeing the development of the Board's Annual Delivery Plan; securing agreement of NHS Tayside Board and Scottish Government, and ensuring achievement of its identified outcomes.
7. Ensuring strategic and effective external relationships and alliances with partners and stakeholders (including Scottish Government, Integrated Joint Boards, other Health Boards, Local Authorities, educational partners)
8. Actively promoting positive and proactive dialogue and involvement with the public, patients, press and politicians to ensure effective communication and engagement on Tayside's vision and strategies.
9. Demonstrate accessibility and visibility, so as to engender public confidence in the Board's leadership role in improving the health and care of the population and delivering first class health and care services.
10. As Accountable Officer, responsible for the funds entrusted to the Board, ensuring that the Board's resources are allocated through robust processes aimed at best value and optimum impact on the health and care of the population and meet the governance requirements of public accountability, ensuring statutory financial duties and obligations are met.
11. Horizon scanning for trends and anticipating those policy issues that will impact upon strategic direction of the system; assessing impact; maximising opportunities and mitigating risk.

Assignment and Review of Work

While the Scottish Government sets the general strategic direction, key targets and performance indicators for NHS Scotland, the NHS Tayside Board has a robust and ambitious agenda that requires innovative and visionary leadership to develop clear strategies and plans, coupled with clear objectives and enabled by robust decision-making. This is critical in the context of the population health challenges in Tayside, and the impact this has on local clinical, financial and workforce planning.

There is substantial scope for strategic and innovative thinking and action within the overall strategic direction set by the Scottish Government. The Chief Executive operates within the

framework of standing financial instructions; is accountable to the NHS Tayside Board Chair and the Director General Health and Social Care/Chief Executive for NHS Scotland.

The Chief Executive is responsible for all funds entrusted to NHS Tayside to ensure the Board's resources are allocated and managed to achieve best value and optimum impact on the health and wellbeing of the population of Tayside, while meeting the governance requirements of public accountability.

The Chief Executive is accountable for the delivery of nationally set targets and goals and has considerable freedom to establish local systems and processes through which those targets are delivered.

Review of performance will be through the agreement of objectives and individual performance appraisal by the Chair of the Board, reviewed by the Remuneration Committee. Formal appraisal is undertaken on an annual basis.

Most Challenging Parts of the Job

- Achieving a progressive broadening of the NHS Tayside Board's role and influence focusing on improving health outcomes in its widest sense.
- Delivering a financially balanced and sound system within NHS Tayside.
- Delivering transformation and embedding new, innovative, and sometimes radically different ways of tackling complex health and service delivery issues, within the current challenging financial context. These will entail involvement and commitment from a wide range of stakeholders and the integration of their contributions must largely be achieved through collaborative relationships and facilitation.
- Nurturing and enabling a continuous improvement culture where people feel safe to try new approaches, that is supportive of sustainable new models of working and inclusive of clinicians, managers, workforce and the wider community.
- Taking the lead in dealing with potentially intractable problems of matching available resources to competing NHS priorities and demands.
- Developing a citizen focused culture that fully involves patients, communities and citizens, and supports reputational improvement of the Board and re-establishes the trust of the people of Tayside.

Communications and Relationships

The Chief Executive will communicate with a wide range of senior clinical and non-clinical staff within Tayside, the wider NHS in Scotland and beyond, and with senior officials of external organisations. Exemplary communication skills are required in order to persuade others and negotiate the implementation of change. Strong presentation skills are required, as is the ability to express views convincingly, coherently and with respect, using a variety of media.

Excluding the Chief Executive's immediate manager (the Chair) and their direct reports within NHS Tayside, the following outlines the typical working relationships the Chief Executive would engage in:

- Non-executive directors of NHS Tayside, in particular the members of the Board's governance committees to ensure the provision of information and support that enables them to effectively fulfil their roles.
- Other members of NHS Tayside's leadership team, senior managers, and senior clinical staff to ensure delivery of the Board's objectives within a framework of governance.
- Executive directors of other NHS Boards and national systems to ensure NHS Tayside's representation in planning of services.
- The DG Heath/Chief Executive for NHS Scotland and other members of the management board and senior staff of the Scottish Government Health Department to ensure high level input to national working groups and initiatives, and ensure that NHS Tayside is represented in discussions relating to service strategy.
- Senior leaders from local government, voluntary and independent sector agencies, and private sector organisations to ensure NHS Tayside's representation in discussions relating to improving public health and clinical issues arising from a joint service provision.
- MPs/MSPs/local health council chairs/public pressure groups/patient representatives in order to impart information about, or respond to, questions or concerns about clinical issues within NHS Tayside and to support patient/public engagement.
- The media in order to respond to media questions about matters pertaining to clinical services within NHS Tayside.
- With national and local representatives of staff side organisations and Partnership Fora.

About NHS Tayside - Our Context and Challenges

NHS Tayside covers three local authority areas (Angus, Dundee City and Perth & Kinross) and serves over 400,000 residents. It is one of the four Scottish teaching boards and has a close relationship with the University of Dundee Medical School, Abertay University, and Dundee & Angus College. There are over 14,000 staff and 2 acute hospitals (Ninewells in Dundee and Perth Royal Infirmary), plus a network of community hospitals and GP practices serving diverse rural and urban communities. Services in primary and community care are provided by three Health and Social Care Partnerships (HSCPs) in Dundee City, Perth and Kinross, and Angus.

NHS Tayside is proud of its achievements delivering high quality care to its patients, with a clinically-led management and improvement model that has delivered the best performance for unscheduled care in Scotland consistently over the last 3 years and maintained performance for planned care and cancer at or above the Scottish average. However, as with other health systems in the UK and internationally, there are significant challenges that must be addressed if the system is to be sustainable - increased demand for services; workforce and finance constraints; and the medium and long-term impact of socio-economic factors impacting population health and entrenching health inequalities, as detailed in the Director of Public Health's Annual Report (2023). These challenges cannot be tackled by NHS Tayside acting alone; a truly whole system, integrated approach is required, which has the NHS, Integrated Joint Boards (IJBs), local authorities, other public sector partners including the police and fire services, further and higher education, the third sector and citizens working together to have the greatest impact.

During 2024, NHS Tayside is co-producing an ambitious 10year Strategy with its partners and communities. This new Strategy will take account of the demographic factors that will affect demand for, and delivery of, health and care in the future, as well as the opportunities provided by innovation and a digitally enabled healthcare system. It will have at its heart the need to re-balance the health and care system to enable wellness, as well as treat illness and shift the emphasis more firmly towards early intervention in order to prevent or reduce the impact of ill health among the population of Tayside.

The Strategy development process is inclusive and a great opportunity to have conversations with the people of Tayside and our partners about a different vision for health and care into the 2030s and beyond. We do not have all the answers ourselves, and the strategy and will be much more impactful if it is the product of genuine engagement with colleagues, partners and communities.

At the same time, we must continue to deliver high quality services in a period of financial constraint. NHS Tayside has used a service-led approach to develop a Delivery Plan for 2024 – 2027 with 10 workstreams. These workstreams are designed to not only maintain delivery of care and achieve challenging financial targets, but re-affirm positive culture and behaviours and produce the conditions for sustainable reform of services in the medium and long term.

2024/2025 is a 'bridging' year to balance high performance and the delivery of safe patient care within the finances available.

As part of the development of a robust whole system approach to health and care, NHS Tayside is committed to refreshing its approach to health and social care integration. The intention is to have IJBs as equal partners in the delivery of care and clearly describe the responsibilities and accountabilities for delegated services. This includes a whole system group examining the governance and delivery of Mental Health services.

Having the right organisational culture must be the top priority of the leadership team; it is essential for colleagues' wellbeing and is a critical success factor in delivering complex plans and strategies. NHS Tayside's culture must promote the health and wellbeing of our workforce to create the conditions for people to do their best work, and treat all staff consistently, fairly and with respect. We must also have a culture that empowers people to feel safe to speak up and be heard. Candour and openness must also be prioritised in all our dealings with patients, carers, colleagues and external stakeholders in order to improve public confidence.

NHS Tayside, like other health organisations across the world, is facing unprecedented challenges. These challenges provide an opportunity to be a bold and inspiring leader, shaping and leading a talented team to achieve significant change.

The Person

Qualifications and Education

- Educated to Graduate and Postgraduate level or equivalent (essential)
- Evidence of continuous professional development (essential)
- Leadership qualification (desirable)

Leadership

- Significant and demonstrable leadership experience at a senior strategic decision-making level in an organisation with a comparable size of budget and workforce (essential)
- Evidence-based track record of leading and delivering transformational change in a large, complex public system at Board level (essential)
- A resilient, inspirational and visionary leader, who operates with integrity; leads with kindness and compassion; has a clear sense of purpose; and is inclusive and collaborative with a range of stakeholders (essential)
- Ability to communicate an inspiring vision and can empower staff at all levels (essential)
- Demonstrable experience of business continuity planning, incident and change management, including working within the context of significant resource constraints (essential)

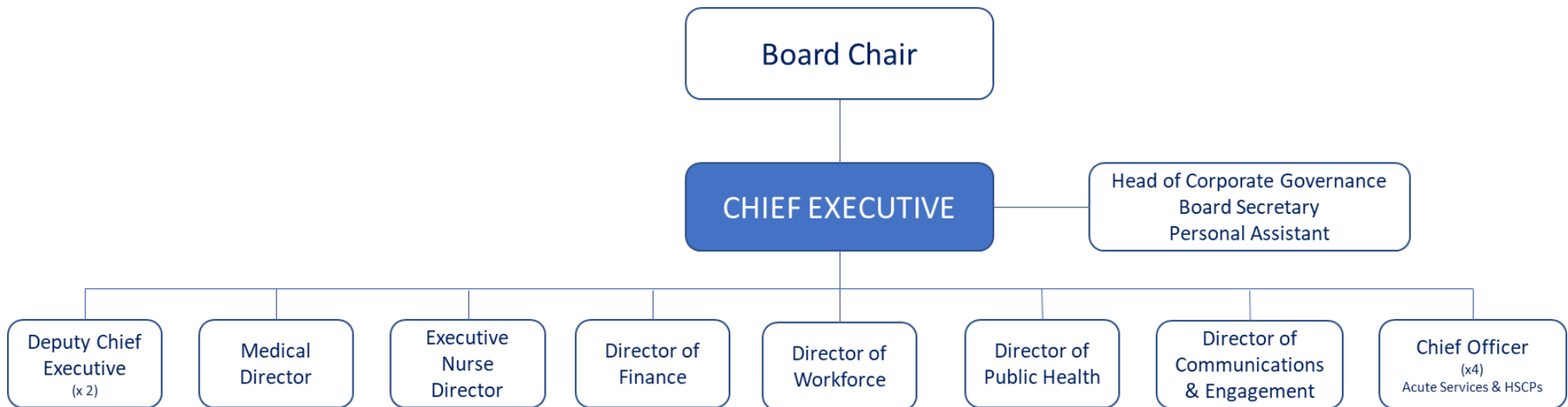
Building Culture

- Demonstrates evidence-based commitment to building and maintaining a culture where people are treated fairly, consistently and with respect; where there is psychological safety, where everyone has a voice; and where equality, inclusion and diversity are valued (essential)
- Demonstrates ethics, values and integrity; leading with humility and building trust (essential)
- Calm under pressure, effectively managing emotional responses (essential)
- Evidence of leading and inspiring system change and integrated working in an inclusive way, where organisational values are integral to care delivery and service improvement (essential)
- Ability to challenge existing systems, practices and processes to ensure and facilitate continuous improvement (essential)

Policy, Strategy and Performance

- The ability to create and drive a sustainable organisation vision and strategy, putting users and beneficiaries at the centre of this work (essential)
- Understanding and experience of working within a political and national policy context and the ability to manage delivery, governance and assurance in that context (essential)
- Experience of working effectively with Government officials, Board members and frontline staff, with an ability to operationalise strategy for all stakeholders (essential)
- Evidence of improving organisational performance through implementing a systematic approach to delivery and transformation, based on collaboration and co-production with key partners (essential)
- Significant experience of influencing policy at a regional and national level (desirable)

Organisation Chart



Terms, Conditions and Appointment Arrangements

The successful candidate will be employed under NHS Executive/Senior Management (E/SM) terms and conditions, subject to direction by Scottish Government.

A package commensurate with the responsibilities of the post and the level of seniority of the position will be available to the successful candidate.

Salary band for this role is Executive & Senior Management (E/SM) Grade H (currently £130,043 to £173,278)

The Chief Executive role is a full time, permanent position. Staff holding executive office should be prepared to work such hours as are necessary for the full performance of their duties and responsibilities. For pay purposes, the working week will be 37.5 hours per week.

Pension Arrangements

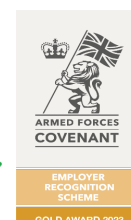
New entrants to NHS Tayside who are aged between sixteen and seventy-five will be enrolled automatically into membership of the NHS Pension Scheme.

Our pension scheme is provided by Scottish Public Pensions Agency. This is a qualifying pension scheme, which means it meets or exceeds the government's new standards.

All benefits including life insurance and family benefits are explained on the SPPA website <http://www.sppa.gov.uk/>. Once a year, (following 2 years qualifying service) a statement is available online (<http://www.sppa.gov.uk/>) showing how much service has built up in your pension.

You can increase your contributions by buying additional pension. For full details please see the Factsheet "Additional Pension" available on the SPPA website <http://www.sppa.gov.uk/>. The amount contributed by the government in the form of tax relief would also increase.

Superannuation benefits accrued in the NHS Scheme elsewhere in the UK can be transferred to the Scottish scheme by arrangement with the Scottish Public Pensions Agency. The transferability of other public sector pension schemes entitlements may be possible and may be explored on appointment.



Motor Vehicle Provision

Where there is a job requirement, a vehicle may be offered. The arrangements will be determined by the Remuneration Sub-Committee in accordance with the leased car provisions for staff on Executive Managers' pay arrangements.

Location

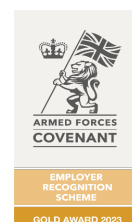
For employment purposes, your initial base will be Ninewells Hospital, Dundee, however the option of hybrid working is available upon agreement with the Board Chair. The post will inevitably require you to travel regularly throughout the Board's area and within Scotland. Less frequently you will be required to travel further outwith Scotland. Home to work expenses will be met by the post holder but all other travel expenses incurred as a result of your employment will be reimbursed by the Board.

Relocation Expenses

Reasonable relocation expenses in line with the Board's policy will be payable, should the Board require you to move home. This will be discussed with you, as part of an offer of employment.

Annual Leave

Annual leave entitlement is 27 days per year on appointment. There are also eight fixed public holidays each year.



Recruitment Process & How to Apply

Outlined below are key timescales for the recruitment campaign. All candidate applications will be acknowledged and treated in the strictest of confidence.

Appointment of the successful candidate will be subject to pre-employment checks, including satisfactory references (one of which must be from your current or most recent line manager), Pre-Employment Health Assessment, Evidence of Qualifications (as outlined in the Person Specification), Confirmation of Right to Work in the UK and Identity and where applicable to the post a Disclosure Scotland Criminal Records Check/Protection of Vulnerable Groups Scheme Membership.

Candidates should note that the recruitment process will include for shortlisted candidates a pre-interview assessment stage prior to selection of final candidates to go forward to formal interview panel.

Recruitment Stage	Planned Date
Recruitment Campaign opens	14 th March 2024
Closing date for return of applications	8 th April 2024
Interview Date	10 th May 2024

How to Apply

To apply for this role, please send the following details to Sarah Gracie at Eden Scott – sarah.gracie@edenscott.com

- A copy of your current CV.
- A covering letter, addressing what interests you in the role and details your three most relevant skills/experiences that make you suitable for the role, as set out in the job description and person specification.

For an informal conversation about the role, please contact Sarah Gracie at the email address above, or call 07999 421314.

All applications will be acknowledged and treated in the strictest of confidence.



Special Requirements for Selection Events

We are fully supportive of discussing any reasonable adjustments to the recruitment process to ensure no candidate is disadvantaged as a result of a disability or any other health condition. If you require any special arrangements to be made to ensure your full participation in the selection process, please let Sarah Gracie of Eden Scott know.

If you have a disability or long-term health challenge, the Board is committed to offering reasonable adjustments throughout the recruitment process and employment.

Data Protection Legislation

The information supplied by your application will only be processed by authorised NHS Tayside personnel involved in relevant stages of the recruitment process.

Applications submitted via the NHS Scotland Recruitment process will be retained by NHS Tayside and will be used for the purpose of processing your application and for statistical and audit purposes. NHS Tayside will process the information for the stated purposes in regards your application for employment. If your application is unsuccessful your information will be retained securely for 12 months from the completion of the recruitment process and then confidentially destroyed.

